ARIZONA DEPARTMENT of JUVENILE CORRECTIONS Annual Report FY 2010

Celebrating





of DEDICATION,
CHANGE and SUCCESS



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"Employees featured on the cover of the Arizona Department of Juvenile Corrections' 2010 Annual Report have a minimum of 20 years of State service."



Table of Contents

Leadership Director & Deputy Director Biographies Message from Director Michael Branham Office of the Director	6 7 8
Communications & Legislative Policy Media	8
Office of the Deputy Director Secure Care	15 16
Behavioral Health Education	23 25
Serving Our Community Parole	34 34
Legal	
Attorney General Liaison	39
Due Process Proceedings Office	40
Office for Restorative Justice & Victims' Rights	41
Policy & Procedure	42 42
Youth Rights Juvenile Ombuds	42
Inspections & Investigations	43
Quality Assurance Audits and Inspections	43
Inspections & Investigations	43
New Programs and Initiatives	45
Visitors	46
Agency Statistical Data	50



I would like to thank Governor Janice K. Brewer, the Arizona State Legislature, the department's staff and the citizens of Arizona for their continued support of the Arizona Department of Juvenile Corrections.

~ Director Michael D. Branham



Vision

Safer communities through successful youth.

Mission

The Arizona Department of Juvenile Corrections enhances public protection by changing the delinquent thinking and behaviors of juvenile offenders committed to the Department.

Agency Role

The Arizona Department of Juvenile Corrections is responsible for juveniles adjudicated delinquent and committed to its jurisdiction by the county juvenile courts. It is accountable to the citizens of Arizona for the promotion of public safety through the management of the state's secure juvenile facilities and the development and provision of a continuum of services to juvenile offenders, including rehabilitation, treatment and education.



ADJC Leadership

Director Michael D. Branham



Michael Branham was appointed director of the Arizona Department of Juvenile Corrections (ADJC) on March 11, 2004, by Governor Janet Napolitano. Before this he served as Executive Director of the Arizona Criminal Justice Commission. Mr. Branham has spent over three decades as a public servant in law enforcement and in municipal, county and state government.

Director Branham is responsible for the oversight and management of more that 1200 youthful offenders adjudicated to the Arizona Department of Juvenile Corrections. This includes three secure care facilities and juvenile parole services.

Mr. Branham has been the guiding force behind the department's organizational culture change. This transformation is the foundation

in building a solid organization which provides a safe and secure environment while addressing treatment, education and rehabilitative needs for youth committed to ADJC.

Director Branham is an Adjunct Professor at Phoenix College and holds a Bachelor's Degree in Management, a Master's Degree in Organizational Development, and is a graduate of the FBI National Academy.

Deputy Director Dr. Kellie Warren



Kellie M. Warren, Psy. D., is the Deputy Director for the Arizona Department of Juvenile Corrections (ADJC), overseeing all phases of the operation of juvenile treatment, rehabilitation and monitoring. Her responsibilities include day-to-day operation of secure care facilities, community corrections, behavioral health, medical services and education. She formerly served as the Department's Assistant Director for Programs and Institutions and the Clinical Director of Medical and Behavioral Health Services.

Dr. Warren has extensive experience in the fields of juvenile justice, community-based diversion programs, behavioral health and other treatment areas providing services to adolescents and justice-involved

youth. Dr. Warren is affiliated with local and national organizations and committees in the areas of behavioral health and justice.

Dr. Warren is an Adjunct Professor at Argosy University. Most of her administrative, clinical, and research interest has focused on children and adolescents with severe mental illness, developmental disabilities, substance abuse and dependency disorders, fire-setting issues, sexual traumatization, and adolescent delinquency problems. Dr. Warren has made local television appearances and has presented for national and international audiences.

Dr. Warren holds a Bachelor of Science degree from Central State University and a Doctor of Psychology degree from Wright State University School of Professional Psychology.



JUVENILE CORRECTIONS

Safer Communities Through Successful Youth

Message from Director Michael D. Branham

This year the Arizona Department of Juvenile Corrections (ADJC) celebrated its 20th anniversary. The agency remains committed to providing public safety, protecting victims and changing the delinquent behaviors of the juvenile offenders committed to them. The Department continues to strive to provide a safe and secure environment for staff and youth. Safety is essential to providing education, treatment and rehabilitation to the youth in our care; who will eventually return to our communities.

During the past years' challenging fiscal struggles, the Department continued to provide quality services and create improvements in suicide prevention, violence, rehabilitation and improved community re-entry programs.

This year we closed Eagle Point School in Buckeye, the number of housing units were reduced at Adobe Mountain School (AMS) and Catalina Mountain School (CMS) and AMS and Black Canyon School (BCS) became one facility for services such as Education, Kitchen, Maintenance and Recreation. Boys and girls are attending school together for the first time in many years.

Despite the reductions in beds to meet budget, the facility population remained above capacity, resulting in as many as three additional unfunded housing units operating at various times. These units were staffed by the Special Assignments Units (SAU), Staff Development trainers and Quality Assurance inspectors. Key performance measures indicate violence continues to be well managed.

Our vocational education programs continue to have a positive impact on success when youth return home. The vocational educational opportunities are: Cosmetology, Culinary Arts, Wildland Fire Crew, Electrical and Plumbing training, Wood Shop and the Skills 4 Work Program. The Skills 4 Work Program partners ADJC with government agencies, charitable organizations and community stakeholders for the provision of off-site work for youth.

A large number of youth committed to the Department suffer from serious mental health and substance abuse issues. The Department continues to provide specialized treatment programs for drug abuse, sexual offenders and mental health.

I am grateful for all of the hard work and accomplishments and proud of the employees who continue to provide the best services possible during these uncertain times.

I thank the governor, the legislators and the citizens of Arizona for their tremendous efforts and hard work and for their continued support of the success and safety of our youth and staff.

Michael D. Branham



OFFICE OF THE DIRECTOR

Communications and Legisl ative Policy

The Communications and Legislative Policy Division (CLP) is responsible for providing effective communication strategies for the agency, stakeholders, youth, families and the public. In partnership with the Governor's Office, CLP creates the annual legislative agenda for the agency. The division also assists the agency in communicating electronically with the courts through YouthNet.

CLP provides facility tours, researches and writes grants, develops and maintains the web sites for the intranet and public internet, performs interpretation and translation services, promotes the agency through positive media stories and responds to media inquiries. CLP maintains the Speakers' Bureau, producing newsletters, planning and producing the honors ceremony and developing the annual report. CLP is also responsible for the Religious Services Advisory Committee, Volunteers, Mentors and partnering with the chaplains and volunteer coordinators.

Media

Examples of ADJC stories this year included:

- John Vivian, Ph. D., ADJC Research & Development and a faculty associate in ASU's School of Criminology and Criminal Justice, published an article, "Ensuring Quality Juvenile Offender Programs," in the winter 2010 issue of Perspectives: The Journal of the American Probation and Parole Association. The article examines the use of tools designed to evaluate the abilities of therapeutic programs to reduce recidivism.
- The Arizona Republic published a story about R. Dwayne Betts, author of the critically acclaimed book, "A Question of Freedom: A Memoir of Learning, Survival and Coming of Age in Prison." Betts visited Adobe Mountain School and shared the story of his nine years in prison and how he reclaimed his life. His goal is to show juvenile offenders that they too can change their lives.
- The Arizona Republic published an article titled, "Juvenile Offenders Given Job Training." ADJC launched a vocational training program called the 'Skills 4 Work Program', where juvenile offenders receive new job-related training as part of their incarceration. This program allows the agency to better prepare them for adult life. Youth in the program perform manual labor for various local businesses and government agencies.
- KOLD News 13 in Tucson covered the ADJC Catalina Mountain School's boys soccer team when they played against San Tan High School from Queen Creek.



Media

- Liz Claiborne issued a press release notifying the media that forty-one Arizona schools and the Juvenile Corrections Department would be participating in a national 'It's Time to Talk Day.' The day focused on curriculum and dialogue with students about teen dating violence and abuse. The goal was to empower teens nationwide with the tools needed to create and sustain healthy, meaningful relationships. All ADJC schools participated in this event.
- Channel 3 News did a story on the 'Skills 4 Work Program' at Adobe Mountain School. Mr. Elmar Cobos, Superintendent, talked about how this program gives juvenile offenders a second chance to get back on the right track and teaches them how to work and learn new skills. Youth talked about what a great program it is, how much it will help them in the community and the opportunities they have to learn skills, transfer those skills to a resume, obtain certifications in First Aid and CPR and get a Food Handlers card.
- The Explorer in Tucson published an article titled, "SB Mentors Help Boys find a Way." Saddle Brooke and the surrounding community have 130 volunteers who volunteer their time at Catalina Mountain School (CMS). Volunteers include chief executive officers, chief financial officers, military service personnel, politicians, teachers, professors and therapists who shared their experiences and the fulfillment they get from mentoring youth. Youth shared how much they appreciated having a caring adult to talk to who listens and serves as a role model.
- The Arizona Republic published an article titled, "Arizona's Juvenile Jails Free of Suicides Since '03". The article states that according to an audit, suicides at the Arizona Department of Juvenile Corrections has fallen to zero following the implementation of prevention practices. The report by the Arizona Auditor General found no successful suicide attempts in a juvenile corrections facility since 2003.
- The Capitol Times published an article titled, "Juvenile Correction Programs Get Gender-Specific". The federal government first recognized the need for gender-specific services in detention facilities in 1992 with the implementation of the Juvenile Justice and Delinquency Prevention Act, which required states to organize alternative treatment and rehabilitation programs for female offenders. ADJC reported a positive transformation since it began implementing gender-specific programs.
- Juvenile Justice News published an article titled "COMPSTAT for Juvenile Corrections". The article was authored by ADJC employee John Dempsey, Chief Administrator for the Inspections and Investigations Division and John Vivian, Ph.D., Administrator for the Research and Development Division. The article talks about ADJC adapting a technique from law enforcement known as "COMPSTAT" which addresses the challenge posed by juvenile assaults. Since ADJC initiated this program, a comparison of assault rates indicated a reduction in violence since the implementation of COMPSTAT.



Media

Univision Channel 33 produced two segments about ADJC youth.

Segment One told the stories of three youth at the AMS/BCS complex. It emphasized that the agency doesn't just teach discipline, but also teaches different skills so youth have an opportunity when they are in the community to better their lives.

Black Canyon School has Cosmetology classes, which makes the girls feel like they are in a normal school out in the community. If the agency doesn't teach youth about different types of jobs and skills they will continue to steal cars, rob homes, etc.

With adequate help and the programs that the Arizona Department of Juvenile Corrections offers, these youth plan to leave this behind and have a better future.

Segment Two looks at the daily routine at the State facilities and what brought the three youth to ADJC. Each youth, along with their daily obligations, have to go to school. Besides school, they have an opportunity to earn new skills such as cooking and serving food.

Everyone is responsible for completing chores, which teaches responsibility. These programs and more are offered to youth committed to the agency. ADJC wants to ensure they teach youth skills that will help them make better choices and not return to crime.

Sleeping and living in these cells has made these three youth forget their youth . . . but it has given them time to re-evaluate their lives.



Celebrating 20 Years of Dedication, Change and Success

ADJC 2010 Honors Ceremonies











Celebrating 20 Years of Dedication, Change and Success

ADJC 2010 Honors Ceremonies





Adobe Mountain School











Celebrating 20 Years of Dedication, Change and Success

ADJC 2010 Honors Ceremonies





Community Partners









Celebrating 20 Years of Dedication, Change and Success

ADJC 2010 Honors Ceremonies



Central Office











Office of the Deputy Director

The deputy director oversees agency operations which includes Behavioral Health Services, Community Corrections, Education, Medical Services and Safe Schools. These divisions are responsible for treatment, rehabilitation, education and community reintegration. The deputy director works in partnership with the legislature, international, federal, state and county stakeholders, community organizations and public groups. As we approach FY2011 the Office of the Deputy Director has been collapsed and streamlined into an Assistant Director for Operations.

- Collaborated with the Children's Action Alliance and the Arizona Administrative Office of the Courts at the Juvenile Justice Symposium. Dr. Warren, Deputy Director and Director Branham served on a panel.
- Senator Leah Landrum Taylor and committee members voted Dr. Warren as Co-chair of the African American Legislative and Leadership Conference Committee, along with Mr. Mel Hannah, CEO of Hannah and Associates. Mr. Leonard Braxton was appointed as Chair of the Youth Pillar Sub-committee. Mr. Braxton is a Youth Program Officer III at Adobe Mountain School, served as Head Track Coach at ASU (1992-1995), and has many years of experience working with, mentoring, and encouraging the youth of Arizona. This committee serves as the volunteer arm of the Arizona Commission on African American Affairs.
- Attended the Juvenile Justice Symposium entitled "Reframe, Renew, and Realize Juvenile Justice", held by the Arizona Supreme Court, Juvenile Justice Services Division and the Governor's Office for Children, Youth and Families.

Served on:

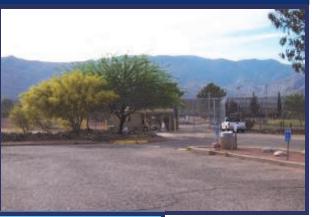
• the African American Legislative and Leadership Conference Committee (AALLCC) in developing the Youth Program for the February 2010 conference.

Presented:

- Preparing Youth for a Better Tomorrow: "It Starts with Families; Parent's Commission Families of Incarcerated Youth Initiative, hosted by Governor Brewer's Office for Children, Youth and Families.
- At the Children's Action Alliance luncheon, addressing issues facing juveniles adjudicated to ADJC.
- Presented and was a panel member at the David's Hope, 1st Annual Town Hall Meeting, held in Glendale. David's Hope is an education and advocacy training program designed to provide people living with mental illness and all those involved in their care, the skills and knowledge necessary to navigate the behavioral health and criminal justice systems.
- Key-note Speaker at the Growing Hope Conference.









The Arizona Department of Juvenile Corrections operates and maintains three secure care facilities for the custody, treatment and education of committed juveniles. Each juvenile placed in a secure care facility receives rehabilitative services appropriate to the juvenile's age, risk, needs, abilities and committing offenses. This includes education, individual and group counseling, psychological services, health care and recreation. In addition, treatment groups and specialized housing units focus on juveniles with histories of violence, substance abuse or sexual offenses.

A Unit Manager is the administrator for the housing unit and each housing unit has a Program Supervisor, Caseworkers and Youth Correctional Officers to monitor each youths' treatment plan.

In addition, the Agency employs and contracts health care professionals who manage and deliver direct primary care services to committed youth seven days a week. These include medical, dental and psychiatric services.

Appropriate support systems are critical to a youth's successful transition to the community.



- Due to budget cuts, Eagle Point School (EPS) was closed in January 2010.
- At the same time, the number of units were reduced at Adobe Mountain School (AMS) and Catalina Mountain School (CMS). As a result, approximately 175 secure care staff lost their jobs as a part of a Reduction-in-Force.
- AMS and Black Canyon School (BCS) became one functioning facility. The Kitchen, Education, Maintenance and Recreation areas were each combined.
- Boys from AMS and girls from BCS are attending school together for the first time in many years.
- Despite the reductions in beds to meet budget, the facility population remained above capacity, resulting in as many as three additional unfunded housing units operating at various times. These units were staffed by the Special Assignment Units (SAU), Staff Development trainers and Quality Assurance inspectors.
- Key Performance Measures indicate violence continues to be well managed with the exception of an increase after the re-organization in January, 2010, when population was much higher than budgeted capacity. Case Plans continue to be completed on time.
- Policy and Procedure updates in the area of safe schools were approved and implemented this year.
- The 'Skills 4 Work Program' was launched, with juveniles preparing for transition to the community living in dedicated housing units and going out to work in various locations through the furlough process.







- CMS youth worked at a food bank and EPS youth worked at the Robbins Butte Wildlife Center on various beautification projects for the Arizona Department of Game and Fish.
- Beginning January 2010, the Special Assignment and Inspectors units worked at AMS covering staff shortages. They provided coverage for youth in hospitals, various incident management drills at the facilities and assisted housing units when the culture needed additional support during groups. They then moved to provide coverage for the Day and Evening Support Center in the Mesa Parole Office.
- The Auditor General's Office continues to monitor the agency in various key areas listed in two reports; violence, suicide prevention and treatment.
- Training highlights: Girls' Circle training was held with BCS staff to prepare for behavior management methods conducive to girls; specialist training was conducted on Dialectic Behavior Therapy, 7 Challenges, and Sex Offenders.
- A group of delegates from France who work in the juvenile justice field toured ADJC facilities in November, 2009.
- The ADJC 2nd Annual Memorial Golf Tournament was held in June, 2010. The tournament raises money for scholarships, sports activities and equipment.





Youth develop employment skills while participating in the state certified Cosmetology Program



- GED and High School diploma graduation ceremonies were held throughout the year.
- Youth attended both regional and national student council events held in Arizona.

Highlights from each facility:

AMS

- ♦ The Flag Football team played two seasons, with great success and chances of winning the championship.
- ♦ The soccer team played various schools in the Fall of 2009 and enjoyed many wins.
- ♦ The Boy Scouts troop continue successfully engage in activities, including an overnight camp-out on facility grounds and serving as the Honor Guard at school graduation ceremonies.
- ♦ Two BCS youth won the Special Olympics Torch Run poster contest.
- ♦ Chayah religious retreats were held in September 2009 and March 2010.
- ♦ Youth attended sporting events, including a Phoenix Suns basketball game.

BCS

- ♦ The Early Head Start Program continues to work with girls who are pregnant or mothers and fathers-to-be or fathers.
- ♦ The Girl Scout troop continues to expand.
- ♦ Chayah religious retreats were held in September 2009 and March 2010.

<u>CMS</u>

- ♦ The soccer team played various local schools.
- ♦ Youth in the Wildland Camp Program went to Mount Lemmon to perform trail maintenance and camped overnight.
- ♦ Various volunteers continue to provide services to youth, including mentors, and a dog program.

EPS

- ♦ The soccer team played various local schools.
- Youth attended a basketball camp.



3rd Annual Adobe Mountain Boy Scout Troop 4 Camporee

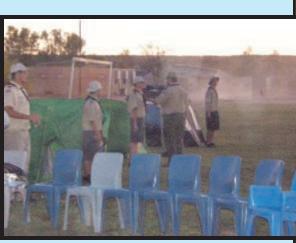
The 3rd Annual Adobe Mountain Boy Scout Troop 4 Camporee was held on May 15-16, 2010, at Camp Maricopa Field, Adobe Mountain School. The purpose of the Camporee is to foster a sense of community among participating scouts, apply scouting skills to practical outdoor applications, to

work within the Boy Scouts of **America's "patrol method" and to** earn the rank of Tenderfoot or ad-





vancement for participating scouts.











The Catalina Mountain School Fire Crew, with assistance from the Fire Science Instructor, practiced assembling their camp tent in preparation for the upcoming wildland fire season.





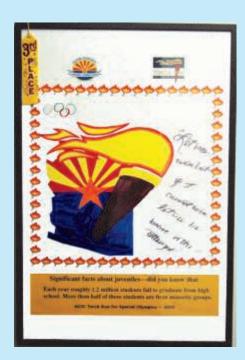
Skills 4 Work Program gives the youth of Adobe Mountain School an opportunity to help restore the Arizona Game and Fish Department Adobe Mountain Wildlife Center for the public

 $\ensuremath{\mathsf{ADJC}}$ participated in the Special Olympics Torch Run. The first place



poster was designed by youth from AMS.







A poster designed by BCS youth was chosen to be used to develop the 2010 Special Olympics commemorative pin.



Behavioral Health

- Integrated Sex Offender Treatment Program:
 - ♦ Continued to validate the effectiveness of Integrated Sex Offender Treatment Program through outcome studies focusing on the fidelity of the program.
 - ♦ Developed infrastructure to provide clinical oversight and clinical services in the community through the Day and Evening Support Center (DESC) and other services through the Family Services Coordinators (FSC).
 - ♦ Updated protocol to include a review by the Clinical Director of the risk/needs of all sex offenders on a monthly basis.
 - ♦ Provided training sessions for direct care staff in the area of behavioral management of juvenile sex offenders.
- Integrated Chemical Dependency/Mental Health Program:
 - ♦ Developed specific services for youth with co-occurring mental and substance use disorders.
 - ♦ Provided intense clinical training in the following areas: Motivational Interviewing, Dialectical Behavioral Training, Seven Challenges, Gang Interventions and Group Interventions.
 - ♦ Maintaining RSAT and JABG grant funding to support specialized chemical dependency units.
 - ♦ Revised the chemical dependency program to meet needs of youth in the Day and Evening Support Centers.
 - ♦ Updated protocol to review the risk/needs of all youth with mental health needs on a monthly basis.
 - ♦ Conducted research studies on the impact of New Freedom Trauma Interventions for reducing trauma symptoms in females; a review of key mental health disorders and treatment interventions and; using the Behavioral Assessment Scale for Children Two (BASC-2) Massachusetts Youth Screening Inventory-Two (MAYSI-2) and the Suicide Probability Scale (PS) in predicting suicidal behavior.
- Screening and Assessment:
 - ♦ Revised screening instruments to determine critical mental health symptoms of youth.
 - ♦ Improved the reporting of all screening and assessment results in the CAPFA to include a synopses of findings along with key treatment recommendations.
- The Dynamic Risk Assessment (DRI)

Shows the risk to recidivate for juveniles based on numerous data elements. This risk analysis allows ADJC to:

- ♦ Accurately assign a risk level for Arizona juveniles that are committed to ADJC, which will ensure accuracy of the assigned treatment intensity.
- ♦ Show progress in risk reduction by the time adjudicated juveniles leave the secure care system.
- ♦ Assist in tracking risk levels on a quarterly basis and ensure more accurate identification of risk levels and safety to the community, before release to community parole occurs.



Behavioral Health

- Created an automated Individualized Behavior Plan (IBP) system to allow staff access to juvenile specialized plans through the electronic system. This will ensure accountability for these records. The IBP system will allow ADJC to:
 - ♦ Ensure that recording is completed, notifications are made and the system will tie into the currently automated Continuous Case Plan (CCP).
 - ♦ Require approvals at pre-determined stages of the plan and will automatically notify staff that need to approve stages of completion by the youth.
- The Juvenile Community Re-entry Board (JCRB) replaced the Superintendent Review Board (SRB).
 - ♦ The purpose of this revision was to ensure consistent standards for the processes at these boards. Also that all steps from the newly-revised Readiness for Release/Transition Planning and Preparation for Release had been followed.
 - ♦ This will provide the board with an opportunity to review the complete juvenile case information prior to the board.
- CAPFA Reliability:
 - ♦ Upon recommendations of the Auditor General's Office, they had asked that dynamic questions in the CAPFA no longer bleed from one CAPFA to the next to ensure updates are being made in the CAPFA.
 - ♦ The Youthbase Scheduler Program was enhanced to include New Freedom Systems for Change Stages.
 - ♦ Ensure that recording of the New Freedom Systems for Change Stages reflect the accurate stage the juvenile has completed.
- Created a forms database which includes storage, processing, routing and tracking
 of information. All documentation will be tracked to ensure confidentiality of
 juvenile information and protect the 'need-to-know' of each juvenile's case. This
 system was a cost-saving measure with the implementation of a virtual, primarily
 paperless, juvenile/documentation file. The new system includes:
 - ♦ A bar code system that was created to expedite the scanning process. By using the bar code system it allows staff to scan documents more efficiently and ensures materials are filed in the correct Formbase folder.



Education

ADJC provides a high school education for adjudicated youth in secure care facilities. The Education Division encourages youth to learn practical skills and promotes educational values. Staff provides educational opportunities for all youth to acquire academic and career/technical skills as a pathway to responsible citizenship. ADJC schools include standard high school core academic programs and are accredited through North Central Association Commission on Accreditation and School Improvement.



The Boy Scouts Grand Canyon Council provided scholarships to two Adobe Mountain Boy Scouts. This enabled them to attend the Boy Scouts of America (BSA) Aquatics and Nature Day Camp again this year.

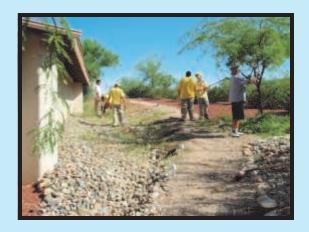
The camp was held at the Maricopa County Lake Pleasant Desert Outdoor Center. Scouts attended four days of camp from July 6 to July 9, 2009 and earned merit badges in rowing, canoeing, geology and nature study through classroom instruction and practical application.

Both scouts received camp awards at the end of the four days. One was named the "2009 Crawdad King" and the "2009 Rockin' Rower." The other was named the "2009 Most Concerned Scout" and "2009 1st Place Challenger" for being the first scout this summer to complete the Staff Scavenger Hunt activity.

Both scouts were honored to be able to attend this event.



Education







Twelve youth were assigned to Catalina State park to assist in repairing a 50 year old hiking trail. They walked up one mile on the side of the mountain to begin their new experience. CMS youth saw the real beauty of the Catalina Mountains. They look forward to seeing the progress and how the trail continues to be rebuilt.

Catalina Mountain School youth learn new skills in the IBM Mentor Program





A cooperative initiative between the Education Department and institutional staff, ADJC's Fire Science Program is located at Catalina Mountain School.

A vacated housing unit located on the exterior of the secure care facility has been converted into a working fire station. Included in this facility are class/training rooms, a functioning kitchen, bunk beds with sleeping space for ten youth/staff, equipment storage areas and an office.

Youth selected for the program attend training both inside and outside the secure care facility in basic structure firefighting and wildland firefighter certification.







During the fire season, youth and staff are dispatched at the request of the Arizona State Interagency Dispatch Center to act as a team in support of wildland fire camps.

Equipment and training for the Fire Science Program were underwritten by a vocational education grant.

A certified instructor, supported by Tucson Northwest Fire Department and Golder Ranch Fire District, provides student supervision and training.





- Secure Care sports teams participate in interscholastic volleyball and soccer games.
 Youth who participated and contributed positively throughout their time on their teams were awarded a varsity letter for their efforts.
- The goal for this year's season was to change the delinquent thinking of the youth. The coaches, administrators and staff went beyond expectations to make sure that this was accomplished.
- The SkillsUSA Leadership Conference was a successful event for student leaders. Youth gained insight that will impact them throughout their school careers and for the rest of their lives. The youth attended breakout sessions on the practical aspects of having a successful career and were able to ask questions of professionals from a variety of fields. Youth received ideas that can help them be successful in their careers and in life.
- Students at Adobe and Catalina Mountain Schools participated in a computer assisted design program specifically focused on preparing youth for career entry into this rapidly expanding field. Equipment, software and teacher training were paid for through federal grant funds. Students learn concepts such as proportional representation and scale.
- AMS Vocational 256 class participated in the Capitol Christmas Tree 2009. Students
 designed individual ornaments that represented the State of Arizona. The ornaments
 were shipped and hung on "The People's Tree" in front of the U.S. Capitol in
 Washington, D.C. throughout the holiday season.



Adobe Mountain/Black Canyon School (BCS) continues to operate a fully licensed cosmetology program.



Stylin' in Class, Adobe Mountain/Black Canyon School's cosmetology program, hosted a SkillsUSA Region Five Championship competition.

BCS youth competed in a five-hour competition performing various hair designs. The categories were creative up-do, long hair layer, and thermal styles.



Industry professionals and corporate judges had a tough decision to make.



Utilizing federal grant funds, the Education Department provided A+courseware to allow students, with requisite seat time to obtain high school credits through successful completion of instructional computer based modules. Approximately seventy-three course titles are available for student use.









- 57 youth earned credit in at least one college course.
- 139 Youth received their General Education Diplomas (GED).
- 16 Youth received their high school diplomas.
- 71.8% of youth improved in their TABE Reading score.
- Average improvement in reading—1.7 years.
- 82.3% of youth improved in their TABE math score.
- Average improvement in math—2.2 years.
- Adobe Mountain School was officially welcomed into the National Association of Student Council (NASC). They now join with more than 11,000 NASC-affiliated schools nationwide. Scholarships, academic information and a special web site are now available to the school for its use.
- Adobe Mountain School is a member of the Arizona Association of Student Councils (AASC) and is now a voting member. The school's membership gives them the opportunity to learn, with the help of AASC, new ways to promote student and advisor leadership through year-long events, activities and special functions.
- ADJC is a member of the Arizona Interscholastic Association (AIA). Membership in AIA allows youth to participate in sports programs such as volleyball for the girls and soccer for the boys. AMS athletes have the opportunity to play "away" games on the opponent's home field and high school teams come to ADJC facilities for games. Youth must perform well in their classes and other activities before having a chance to perform on the soccer or volleyball field.
- Adobe Mountain and Catalina Mountain Schools have interactive television equipment for five classrooms. This was purchased through a combination of federal and state funds.
- Implemented a Skills 4 Work Program at Adobe Mountain and Catalina Mountain
 Schools to provide students with the opportunity to learn the "soft skills" necessary for career success.



CMS and IBM have partnered for the last 2 years in the IBM Mentoring Program. IBM Mentors conduct face-to-face meetings with youth and communicate weekly via emails.







Eight AMS Youth were furloughed to Glendale's Training Center to work and give back to their community. They completed eight hour work assignments with the assistance of the AMS Administration, Security and Transportation teams.











- Educational Transitional Specialists were successful in placing 75.6% of youth in either high school, post secondary education, job training, GED preparation or employment.
- Of successfully placed youth, 70.5% are in either high school or post secondary education.

SERVING OUR COMMUNITY/PAROLE

Community Corrections is responsible for establishing and operating a system of community-based programs to supervise and rehabilitate youth in the least restrictive environment, consistent with public safety and the needs of youth.

Transition of youth to the community is based on classification (risk level) and demonstrated accomplishment of skill levels and needs. On average, a youth spends 5.2 months on parole.

Following their release from secure care, youth under the age of 18 receive community-based supervision and treatment through the department's statewide Community Resource Centers. These centers support youth and families with parole officers, family services coordinators, vocational rehabilitation counselors, transition coordinators and other community development partners.

TRAINING

The role of a Juvenile Parole Officer is changing as Juvenile Corrections continues to evolve.

- Parole Officers are tasked with protecting the community by enforcing the conditions of a youth's liberty (parole), but must also ensure that paroled youth, most with family involvement, are successful in their continued community treatment.
- ADJC's Parole Officers deal not only with parolees violations of their conditions of liberty (parole), but with a myriad of community problems that include, but are not limited to, drug abuse, parenting and domestic violence issues, poverty and homelessness.







SERVING OUR COMMUNITY/PAROLE

ELECTRONIC MONITORING

As part of a continuing effort to reduce costs and ensure that youth on parole, specifically "high profile" youth, remain compliant with their conditions of liberty, ADJC has added an Electronic Monitoring Program (EMP).

The EMP will be an additional tool used to assist in tracking youth on parole throughout the day as well as "after hours". The EMP's will provide the department with three layers of tracking capability; GPS satellites, cellular towers and motion detection.

FY 10 Highlights







Absconder Risk Instrument (ARI)

Juvenile Parole absconders pose a unique problem for Parole Officers responsible for monitoring and ensuring the youths' compliance with their conditions of liberty.

- Research and Development developed and validated an actuarial risk assessment instrument capable of identifying juvenile parolees that abscond after release from ADJC secure care.
- Development and validation have been completed.
- Staff is being trained.
- The Absconder Risk Instrument will be implemented at the beginning of 2011.



SERVING OUR COMMUNITY/PAROLE

COMMUNITY SERVICES

- The Community Services Unit in collaboration with the Procurement Office developed contract solicitations seeking private and/or public agencies to deliver substance abuse screening and out-of-home services for juveniles committed to the department.
- The Substance Abuse Screening solicitation is expected to post for public review early January 2011.
- The Community Services Administrator, along with representatives from other state agencies, met with the Arizona Council of Human Services Providers. The meetings are held on a quarterly basis to update the group on recent activity at the agencies.
- Community Services is leading the project to rewrite the procedure for difficult to place youth. The current process is difficult, time consuming, and labor-intensive.
- Worked with the Department of Economic Security Committee on the Housing of Youth Homelessness grant project. Six ADJC juveniles received housing assistance services through the housing project.
- Continue to hold monthly collaboration meetings with the Department of Economic Security Child Protective Services (CPS) Division and the Regional Behavioral Health Authorities (RBHA) to streamline potential AHCCCS eligible youth for out-of-home placements or service recommendations through use of the CPS Service Review Collaborative (SRC) meetings.
- Through the SRC meetings and assistance from Community Services, there has been an increase in the number of ADJC youths' receiving services from transition phase to community re-entry.
- The RBHA's have been instrumental in locating additional funding to assist youth who are not eligible for AHCCCS.
- ADJC meets monthly with the RBHA's to learn strategies and interplay of juvenile corrections, behavioral health roles/mandates and identify treatment options for transition of youth with high intensity needs at transition phase.





SERVING OUR COMMUNITY/PAROLE

COMMUNITY SERVICES

- ADJC awarded nine contracts to out-of-home providers.
- South Parole DESC participated in an event hosted by AZ Homegrown Solutions called Planting for Peace. Over 100 Mesquite trees will be planted in Nuestro Barrio.
- All youth at the Day and Evening Support Center locations have completed AIMS testing.
- The Day and Evening Centers continues to provide assistance, structure and support youth on parole by means of the following partnerships and activities:
 - ♦ Entered into a partnership with the downtown YMCA. Youth will complete community service hours and in return receive free YMCA passes.
 - ♦ Mentoring Partnership of AZ mentor organizations throughout Arizona are joining efforts to outreach, recruit, train and retain quality mentors.
 - ♦ Partners are applying for the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Strategic Enhancement to Mentoring Programs grant which will serve ADJC youth.
 - ♦ Free Arts of AZ non-profit organization provides healing arts activities to abused, homeless, and at-risk youth in Maricopa. Free Arts offered to train DESC staff to deliver healing arts activities to youth in the DESCs.
 - ♦ Ear Candy is a non-profit organization that provides music education to under-served kids. DESC youth will participate in an instrument drive and possibly in "Beyond the Classroom" outings.
- A signed Intergovernmental Agreement (IGA) with the Youth Employment Re-entry and Employment Program (YEARN) will bring mentors to Southern Arizona. Mentors will work with youth and their families while in the community.







SERVING OUR COMMUNITY/PAROLE

COMMUNITY SERVICES

PAROLE WESTERN REGION

Arizona Department of Juvenile Corrections Western Region Parole covers the Maricopa, La Paz, Mohave, Yuma, and Yavapai counties.

- The Western region is made up of 14 Parole Officers, three Family Service Coordinators, and three Education Transition Coordinators.
- There are approximately 510 juveniles assigned to the Western Region counties.
- The Western Region has experienced an organizational change within the last year with retirements and new hires.
- In November of this year the Western Region sent a total of eight Parole Officers to the first ADJC Parole Academy.
- In accordance to the agency's mission "Safer Communities through Successful youth"
 the Western Region continues to strive for excellence in supervision of juveniles on parole, with the implementation and enhancement of programs like the Day and Evening Support Center, Deferred Revocation, and Support Services Program.

PAROLE EASTERN REGION

Arizona Department of Juvenile Correction's Eastern Region Parole covers the Maricopa, Coconino, Navajo, Apache, Mesa, Gila, Graham, Greenlee, Pinal, Pima, Santa Cruz and Nogales counties.

• The Eastern Region, like the Western Region, continues to reorganize its work force to accommodate the loss of personnel due to retirements and new hires.



Legal

The Legal Systems Division provides legal expertise to the Arizona Department of Juvenile Corrections to promote and protect interests of the department, juveniles, employees, victims and the public. The division is comprised of five offices: the Office of the Attorney General Liaison, Due Process Proceedings, Policy and Procedure, the Office of Restorative Justice and Victims' Rights, and Youth Rights Juvenile Ombuds.

Attorney General Liaison

The Office of the Attorney General Liaison (AGL) serves as a resource on legal issues and questions. The office responds to legal inquiries, maintains litigation information, and communicates with the Arizona Attorney General's Office and outside attorneys and courts. The AGL also responds to public records requests, coordinates legal aspects of Juvenile Civil Commitments and provides guidance to staff who have been served with court subpoenas or summons. AGL staff attends court hearings with the Arizona Attorney General's Office and assists with creation, revision and review of agency policies and procedures.

- Assisted the Attorney General's Office (AG) with all notice of claims and litigation matters. Staff coordinates with the AG's Office on requests for information, interviews and meetings with ADJC's staff and juveniles and in collecting discovery.
- Formally responded to six complaints of discrimination and retaliation filed by employees of ADJC at the Governor's Office of Equal Opportunity (GOEO) and the United States Equal Employment Opportunity Commission (EEOC).
- Responded to three appeals to the Arizona State Personnel Board.
- Coordinated all legal aspects of Juvenile Civil Commitments under A.R.S. §8-272.
 This year two juveniles required a 72 hour evaluation and long term inpatient treatment at the Arizona State Hospital or St. Luke's Behavioral Hospital. The Office of the AGL collaborated with ADJC clinical staff, local hospitals, Department of Health Services and the Arizona State Hospital regarding mental health issues for ADJC youth.
- Forwarded 49 discharges to the Due Process Unit.
- Presentations were given at the Arizona Public Defender Association Conference,
 Mohave County, the Governor's Conference on National and Community Service,
 the Special Education Director's Conference and several ADJC Academies.
- Provided 30 notifications to the Superior Court with the Continuous Case Plan (CCP) and treatment progress of juveniles in secure care.
- Responded to 218 separate public records requests, which required thousands of pages of redaction. Each records request required review and redaction prior to dissemination.



Due Process Proceedings Office

In order to ensure that youth committed to the Department receive the due process safeguards entitled to them by the Constitution, the Due Process Proceedings Office (DPPO) schedules and presides over all Parole Revocation, Parole Suspension, and Disciplinary Hearings. Youth Hearing Officers make findings on each allegation charged against the youth, interpret Arizona Criminal Statutes, current case law, and Department policies and procedures in order to make findings on allegations and decisions on motions made, and write final decisions.

In addition, the DPPO has implemented and refined a deferred revocation process that incorporates restorative justice principles while providing additional treatment options for youths.

The DPPO also considers appeals of Separation Hearings, considers JCRB release rescissions, issues warrants, reviews requests to move youths from placement at home to a more restrictive placement, and issues discharges.

- Conducted 380 revocation hearings.
- Conducted 119 Deferred Revocation hearings and status conferences.
- Conducted four disciplinary hearings.
- Considered 26 appeals of separation hearings.
- Issued 316 apprehension warrants.
- Approved 22 restrictive placements.
- Issued 773 total discharges:
 - ♦ 432 Expiration (youth turned 18)
 - ♦ 286 Absolute Discharges (earned)
 - ♦ 44 Discharges for Cause (youth convicted as an adult)
 - ♦ 11 Civil Commitments
- Implemented and refined a deferred revocation process that incorporates restorative justice principles while providing additional treatment options for youths.
- Eleven youth graduated from the Deferred Revocation process and became eligible for Absolute Discharges.
- The DPPO made a Hearing Officer available to the State board of Equalization to assist in processing their backlog.



Office for Restorative Justice & Victims' Rights

The Office for Restorative Justice and Victims' Rights is responsible for serving the victims of ADJC juveniles. The office develops restorative programs so juveniles committed to the department can begin to repair the harm to their victims and the community. This office preserves victims' rights, enhances juvenile accountability and promotes safer communities.

- Provided assistance to 117 victims of juvenile crime throughout Arizona.
- Provided 553 notification letters to victims regarding the juvenile's status.
- 576 follow-up contacts were made to victims offering additional services.
- 2,107 service requests were completed to advocate on behalf of victims.
- 151 victims of juvenile crimes were identified as an underserved population and were contacted regarding their post-adjudication rights.
- Youth complete victim empathy programming resulting in a sincere apology letter
 to their victim. Youth focus on restoring the losses suffered by their victims and
 own up to the harm they have caused. This innovative programming is a primary
 crime prevention strategy.
- 40 victims of violent crimes were assessed for safety needs.
- Educated new staff and youth on the Prison Rape Elimination Act (PREA).
- Educated youth and staff about the benefits of restorative justice and what it offers the juveniles, victims and the community.



Policy and Procedure

The Policy and Procedure Unit documents and communicates agency policy and procedure to all personnel and maintains current, consistent, automated documents on the agency Intranet. The unit assists process owners in the development and revision of policies, procedures and forms.

- Published 193 new or revised agency policies, procedures and forms.
- Posted 51 policies and procedures for agency feedback.
- Maintained a legislative style format for the posting of all agency policy and procedure to enable employees with an efficient way to review the information.

Youth Rights Juvenile Ombuds

Juvenile Ombuds serve as an essential link between facility staff and the juveniles committed to ADJC's care. Ombuds advocate for youth in administrative hearings, investigate juvenile complaints, advocate for improvements and access to appropriate care, facilitate the juvenile grievance procedure, and monitor conditions at each facility.

- Enhanced the automated system for youth in the community, secure care and the Day and Evening Support Centers to submit electronic grievances.
- Electronic grievances are processed and resolved through the Juvenile Ombuds and existing staff in Secure Care. This includes data integrity for reporting, improved response time to abuse allegations and other complaints before they escalate to violence or self harm. This process also resulted in improved quality assurance measures and procedures and cost reduction for print materials.
- All juveniles receive training regarding their rights during their stay in secure care and an understanding of accessing the new grievance system.



Inspections and Investigations

The Inspections and Quality Assurance unit facilitate pro-active change aimed at agency-wide improvements to the delivery and quality of services provided by ADJC. The unit is tasked to create an atmosphere of self-analysis and continuous improvement, to determine if personnel are in compliance with and are consistently adhering to agency standards, policies/procedures and best practices.

The Investigations unit conducts timely, accurate and professional investigations and follow up on acts and/or omissions contrary to law and/or ADJC policies and rules. The unit also provides additional support services such as a drug detection canine unit, a warrant/abscond detail, homeland security intelligence services and an employee background investigations detail. An investigator oversees the agency's compliance to Affirmative Action, Equal Employment Opportunity and the Americans with Disabilities Act.

Quality Assurance Audits and Inspections

- Conducted six formal and six follow-up audits of the agency's secure care facilities
 - Over 6,000 individual inspections were conducted
 - Tracked over 400 corrective action plans
- Provided three inspectors to Adobe Mountain School for three months. The Inspectors worked full time, covering all three shifts, in units that contained youth the agency was not budgeted for.
- Conducted County Detention Facility inspections at each county facility in the State. Ensured compliance with State and Federal standards.
- Members of the Quality Assurance (QA) team attended the State Wildland Fire Program Academy. Graduates are certified to work and supervise youth on Wildland Fire deployments.
- Entered all youth adjudicated to ADJC into the Arizona Criminal Information Center (ACIC). The result is the agency receives immediate contact from all State law enforcement agencies anytime an ADJC youth has law enforcement contact while in the community.

Inspections & Investigations

- Trained 82 individuals throughout the state (Attorneys, CPS, Law Enforcement, U.S. Border Patrol, and U.S. Army) in conducting best-practice forensic interview techniques of juveniles in a secure care center setting.
- Facilitated investigations of disclosures by victim youth of molestations occurring in the community.



Inspections and Investigations

- Continued collaboration with Community Corrections in developing and implementing a Field Training Program for Parole Officers involved in the Community Corrections Support Officer Program. This program provides night and weekend contact with youth at their homes, in a random and unannounced manner. Encourages youth to comply with their conditions of release, with an outcome of reducing recidivism.
- Collaborated with Mesa Police Department's Summer Juvenile Task Force to proactively address juvenile crime throughout the east side of the Phoenix Metropolitan Area.
- Facilitated collaboration between Community Corrections and the Glendale Police Department to enhance the monitoring of juvenile parolees in the Glendale area.
- Collaborated with the Maricopa County Attorney's Office and the Phoenix Police Department in investigating and successfully prosecuting individuals involved in child prostitution.
- Deployed three times with the ADJC Wildland Fire team to assist in managing youth.
- Provided AZPOST Firearms training and qualification to six Parole Officers.



New Programs and Initiatives

- The Multi-Disciplinary Process (MDT's) were created in Formbase to be used in the electronic Youthbase System. This alleviated hand written documentation.
- Developed a database to monitor agency vehicle expenditures which automatically reconciles the ADOA Fleet Management invoice against the agency's records. This process has resulted in substantial cost savings; time, elimination of handwritten information and various reports can be generated. This ensures the usage of the vehicles is occurring in the most cost effective manner.
- As part of a continuing effort to ensure that all ADJC youth on parole, specifically the "high profile" youth, remain compliant with their conditions of liberty in the area of curfew, Community Corrections (Parole) will be adding an Electronic Monitoring program (EMP). The EMP will be an additional tool that Parole Officers will be able to assist in the tracking of youth on parole throughout the day as well as "after hours".
- Designed a new application to make ordering items, from any secure care facility warehouse, easier. Departments can select their area from a list and order items from the warehouse. This is especially helpful for housing units. When ordering an item for a youth, who may have a similar name or K number, there is no chance of ordering for the wrong youth. All orders, regardless of the department or housing unit, are placed electronically which has resulted in tremendous savings in time and paper.
- Created a forms database which includes storage, processing, routing and tracking of information. All documentation will be tracked to ensure confidentiality of juvenile information and protect the 'need-to-know' of each juvenile's case. This system was a cost-saving measure with the implementation of a virtual, primarily-paperless, juvenile/documentation file. The new system includes:
 - ♦ A bar code system was created to expedite the scanning process. By using the bar code system it allows staff to scan documents more efficiently and ensures materials are filed in the correct Formbase folder.



Black Canyon School hosted special guest speakers for Vocational Day





- Black Canyon School Education was honored to host several special guest speakers for Vocational Day. Among the speakers was Mr. Ramos from the Department of Game and Fish, Ms. Killiegar, owner of Biltmore Esthetics and Mr. Russo, a retired insurance businessman.
- In the tradition of Delta Certified Animal Assisted Activities (AAA) at Catalina Mountain School, they added the Mini Miracles; Apollo and Smudge. The Minis provide an experience with miniature horses that is non-judgmental, gives unconditional affection and provides opportunities for physical and emotional growth.





- Adobe Mountain School hosted the Rest On Christ (R.O.C.) Jubilee Carnival.
 Victoria Keegan, Director of Rest On Christ (juvenile prison ministry) Assumption
 Greek Orthodox Church provided special thanks to the AMS team for their support.
- Tucson Roman Catholic Bishop Gerald F. Kicanas celebrated Christmas Eve mass at Catalina Mountain School with youth and staff.
- Eagle Point School held their career day, "Focus On Your Future". Presenters from local businesses and schools such as Maricopa Skills Center and Rio Salado College shared information with the youth about future careers.



Empire Beauty School visited Black Canyon School cosmetology students. They presented information about the school, which is an affiliate of Empire Education Group.



Catalina Mountain School hosted Military Appreciation Day. The opening ceremony included the Posting of Colors by the Ft. Huachuca Honor Guard. Representing the Air Force was guest speaker Chief Master Sergeant Cleveland with the 355th FighterWwing. Representatives from all branches of the Armed Forces attended.















- Cha'ronda Williams, holder of numerous track and field titles, in the 60, 100, 200
 and 800 meter relay visited Adobe Mountain School youth. She encouraged
 youth to think positively and to do their best in completing their treatment programs.
- Treasure Ministries performed a Concert of Hope for youth at Adobe Mountain and Black Canyon Schools.
- The Third Semi-Annual ADJC Wildland Fire Academy was held at Catalina Mountain School. The Basic Wildland Firefighter certification curriculum was taught to 15 youth and staff by certified instructors from the Tucson Northwest Fire District Tronwood Hotshot Crew.



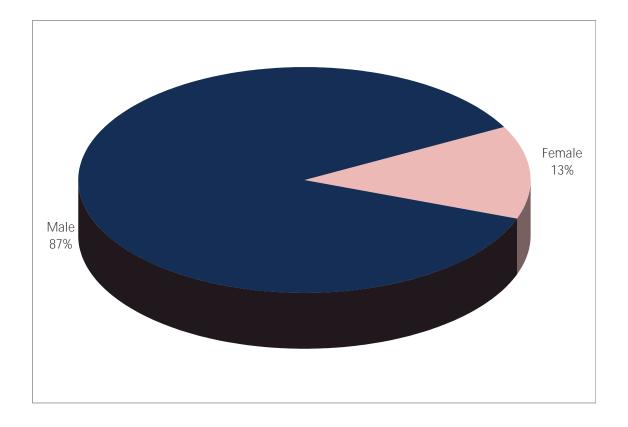






Gender FY 2010

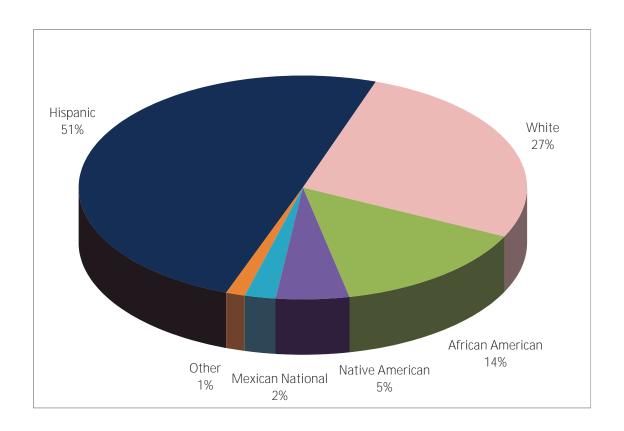
GENDER	FY 2007	FY 2008	FY 2009	FY 2010
Male	647	656	595	463
Female	87	90	67	72
TOTALS	734	746	662	535





Race/Ethnicity FY 2010

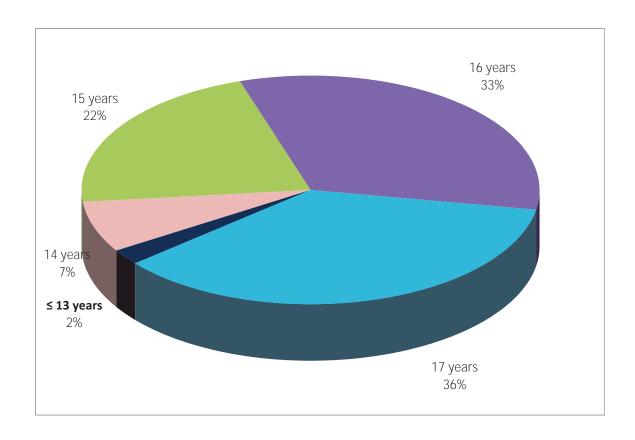
RACE/ETHNICITY	FY 2007	FY 2008	FY 2009	FY 2010
Hispanic	345	379	338	266
Caucasian	221	222	186	144
African American	94	78	71	77
Native American	35	38	35	28
Mexican National	30	26	26	13
Asian	5	1	0	4
Other	4	2	6	3
TOTAL	734	746	662	535





Age FY 2010

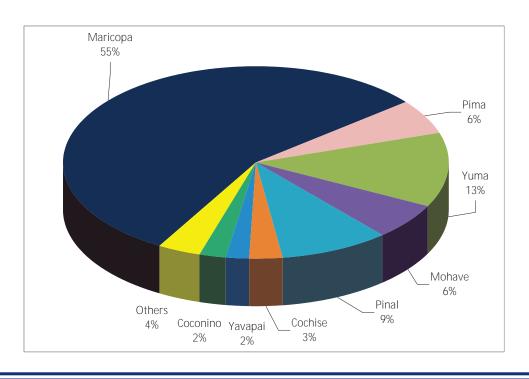
AGE	FY 2007	FY 2008	FY 2009	FY 2010
13 years old or younger	15	18	12	12
14 years old	61	68	68	45
15 years old	167	180	128	116
16 years old	232	233	226	175
17 years old	259	247	228	187
TOTALS	734	746	662	535





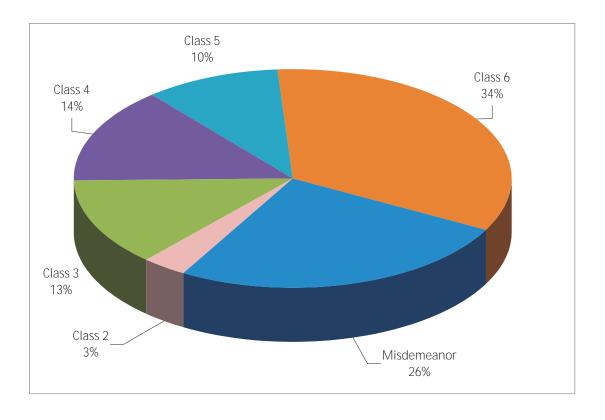
Counties FY 2010

COUNTY	FY 2007	FY 2008	FY 2009	FY 2010
Maricopa	420	421	418	229
Pima	99	84	60	31
Pinal	27	41	28	48
Yuma	35	74	55	67
Mohave	55	41	30	33
Cochise	17	9	15	15
Yavapai	25	22	19	11
Navajo	9	5	2	2
Santa Cruz	8	8	5	4
Gila	5	8	6	3
Apache	5	7	5	4
Coconino	11	16	11	11
Graham	16	10	7	4
La Paz	2	0	1	1
Greenlee	0	0	0	2
TOTALS	734	746	662	535



Felony Class Level FY 2010

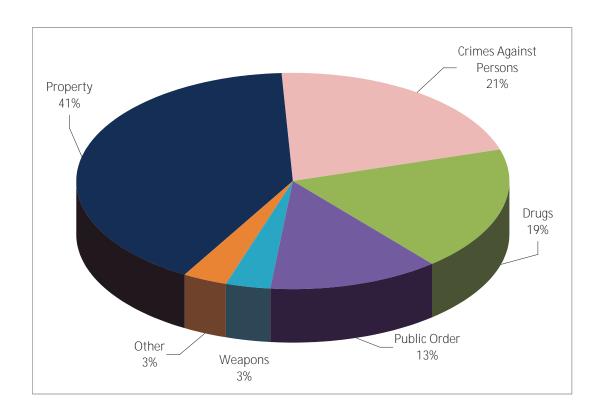
Felony Class Level	FY2007	FY 2008	FY 2009	FY 2010
Class 1 Felony	0	0	1	0
Class 2 Felony	29	29	27	18
Class 3 Felony	92	118	100	70
Class 4 Felony	105	91	80	75
Class 5 Felony	82	83	77	54
Class 6 Felony	254	254	247	181
Misdemeanor	172	171	130	137
TOTALS	734	746	662	535





Committing Offense FY 2010

COMMITTING OF- FENSE	FY2007	FY 2008	FY 2009	FY 2010
Property Offenses	339	343	263	222
Crimes Against Persons	154	153	141	114
Drug Offenses	115	119	102	100
Public Order Offenses	79	77	99	69
Weapons Offenses	22	24	35	18
All Other Offenses	25	30	22	12
TOTALS	734	746	662	535





ADJC Safe School Locations

Adobe Mountain School (AMS) 2800 W. Pinnacle Peak Road Phoenix, Arizona 85027

> Phone: 623-869-9050 Fax: 623-516-9725

Black Canyon School (BCS) 24601 N. 29th Avenue Phoenix, Arizona 85083

> Phone: 623-780-1303 Fax: 623-581-6569

Catalina Mountain School (CMS)

14500 N. Oracle Road Tucson, Arizona 85738 Phone: 520-818-3484

Fax: 520-818-3494

Community Corrections 1624 W. Adams

Phoenix. AZ 85007

Phone: 602-364-1354 Fax: 602-542-4108

Arizona Department of Juvenile Corrections 1624 West Adams Phoenix, Arizona 85007

> Phone: 602.364.4051 Fax: 602.542.5156

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